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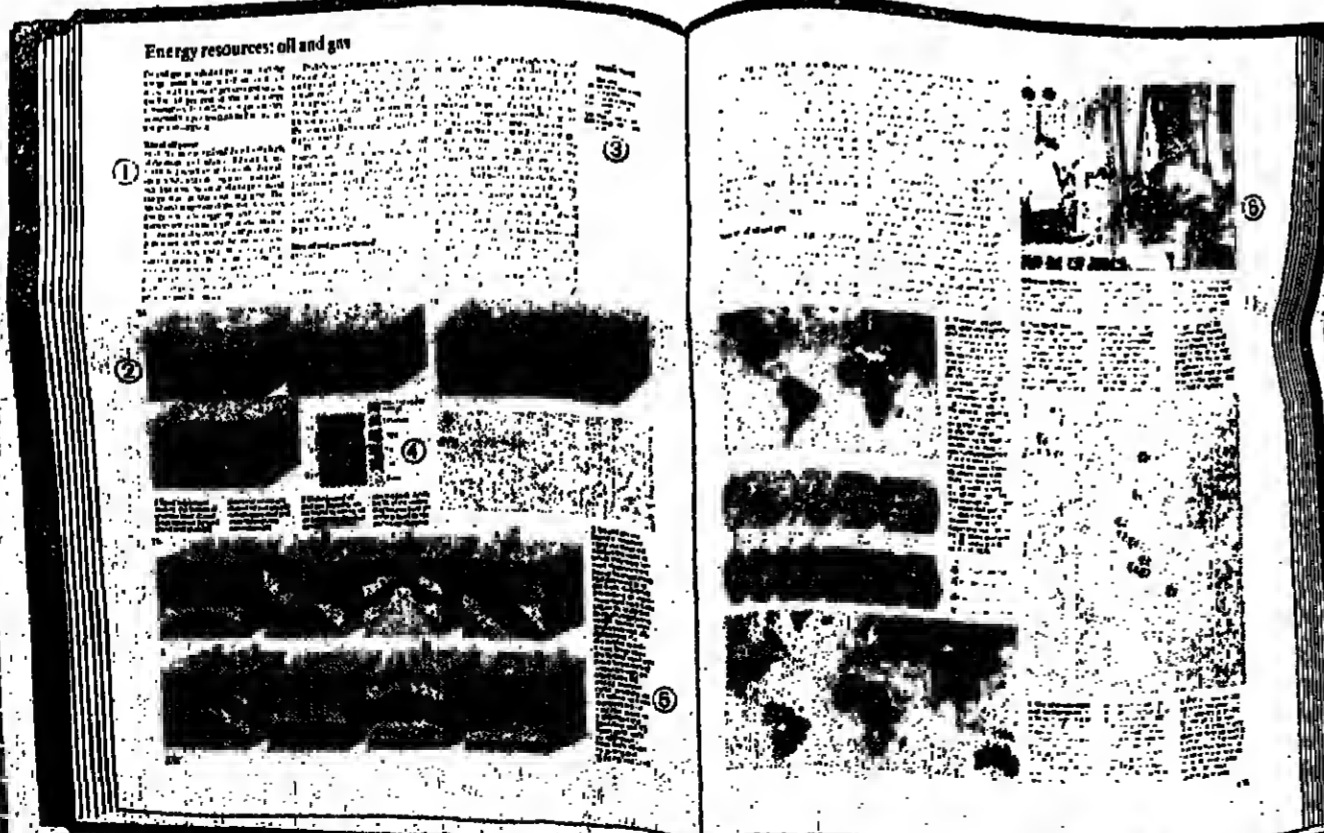
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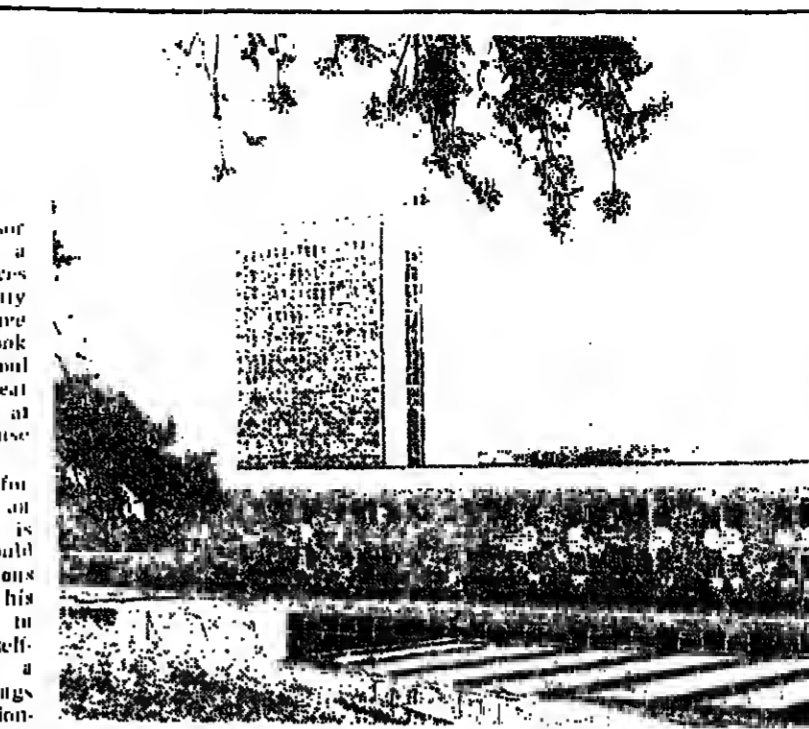
The basic unit in all the thematic volumes in this encyclopaedia is the "spread" - a nickname for the two facing page units which comprise the working contents. This is our unique way of explaining things. All spreads work to the discipline of the one illustrated here.



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What if the end of PGCE were nigh?

Judith Judd describes an exercise in forward planning at Nottingham University



Nottingham University

The Department of Education and Science has sent a letter to all universities and colleges announcing the end of the postgraduate certificate of educational course as we know it. What is your reaction?

Professor Ted Wrang of Nottingham University's department of education has just presented their hypothetical situation to 30 members of his staff at a one-day session on the future of the PGCE...

If the letter from the DES did arrive, Professor Wrang would welcome it. He believes radical changes are needed in the PGCE and that this is one stage in the preparation for a completely new course in Nottingham which he expects will begin in two years time...

The work has obvious relevance for those concerned with the professional component of BEd courses and especially in colleges where the two plus one training pattern is being used. The researchers are looking at classroom management and control and mixed ability teaching...

Wrang is convinced of their value. Nottingham has been on the deceivingly simple art of explaining. Students are filmed at the beginning of their course, correct themselves according to what they see and the difference by the end of the course is often amazing. Professor Wrang says the great advantage of having children actually in the department is that when a student makes a mistake he can try to rectify it at once with another group of children instead of waiting until the next lesson. The benefits of instant correction are one reason why the project is looking at closer cooperation with teachers in the schools where PGCE students are teaching. A teacher in school can come back and see a student in the same lesson. He can work with the students in a way we cannot hope to. The move towards greater emphasis on professional skills should be coupled with a better relationship between schools and de-accredited training, he says.

Wreck holds treasure for marine studies

A significant piece of history - the wreck of a merchant ship which foundered in 1450 - is being painstakingly explored 50 feet below the Mersey Straits by the marine archaeology unit of the University College of North Wales, Bangor.

The wreck was discovered during an underwater survey of the area by the unit and what particularly excites Dr Cecil Jones, a tutor in the extra-curricular department, is the fact that the wreck is virtually intact. A number have been brought to the surface for examination and comparison with stores of known age. They have been identified as weapons, the oldest known tools, and Dragon Iron, or Healed Iron, which is coated with early 14th century material.

The discovery of the ballinger, within a few hundred yards of Pelford, a small town in North Wales, is particularly important to marine historians because most underwater explorations tend to concentrate on more exotic wrecks, such as those of warships and civil transport, to have been carrying treasure. Wrecks of more ordinary vessels have a lot to offer but have not received much attention. The survey is being carried out in close conjunction with marine scientists of the university and with the help of Mr Sydney Wainall, a small number of university sponsored expeditions to the Mediterranean in the 1950s and 1960s it was for long an amateur activity. Those engaged in it educated themselves in its methods and improved and modified as they went along. The Council for Nautical Archaeology, which coordinates the work of various groups and publishes papers on significant finds, was set up less than 10 years ago. But in the past decade survey methods have become more sophisticated and higher standards of underwater work have been achieved.

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- Energy Supply and Government Policy**
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SOCIAL SCIENCES

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Colleges of Higher Education

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In this mixed College of Higher Education with graduate and postgraduate courses, of teacher education, etc.

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October 20 A one day conference for all staff and students on the history and future of the Centre.

AMERICAN ART in C20

October 28/29 A conference for teachers and students with the Arts Council on the exhibition 'The Modern Spirit: American Painting 1925-1950'.

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Tom Burns has written a book on a decade in the life of the BBC which gives an account and an analysis of the changes that have taken place from 1963-1973.

Richard Hoggart, left, reviews this work of imagination and sociological analysis, making a plea for greater cooperation and critics of the arts.



From public service to professionalism

Students of mass communications are well aware of the changes that have taken place in the life of the BBC. The changes that have taken place from 1963-1973 are well known to all who have followed the progress of the corporation...



A still from the first television play in the world which featured Gladys Young in the role of a flower in his month, by Frondella. The boy holding the disc, George Innes, later became an executive producer with the BBC.

By the time Burns's first report was ready, Oliver Whitley had left staff training, the people with whom Burns then had to deal "quickly made clear to me that their sole interest in the report was in preventing its publication". In those days that was an all-too-typical reaction...

about their jobs; but these records show more than this. They show also that BBC staff are often quite remarkably honest towards their work and themselves. Few professionals, and certainly not academics, could match them. Still, I felt sometimes that, as far as Burns's particular purposes were concerned, the numerous nuggets of quotation did not always fit easily with the movement of his analysis...

Elsewhere, he describes the freedom of the BBC as "liberty on parole"—from the government of the day, that is, since governments control the licence fee. Some of these passages seem to me rather grudging of the BBC's success in its struggle to retain a real area of freedom, in spite of the political pressures which are indeed always in play. But he is in general right to say that "the politics of broadcasting are the politics of accommodation".

order", useful though that concept can be. What I am saying is that the by now public subculture forged by the sociology of organizations still miss some of the inner music of the language of professionalism in organizations as subtle as the BBC. There are other, less striking, instances of a similar thinness; for example, the argument about "vulgarization and trivialization" is not presented adequately. Those of us who use it may well be wrong, but not quite in that way.

Richard Hoggart

Later this autumn THE TIMES will be publishing a series of articles on broadcasting and higher education. The first of these articles will appear in our issue of October 21.

BOOKS

Alternative sociologies

The Form of Sociology: Parallels and Contrasts by S. M. Eisenstadt with M. Csernau Wiley, £12.50 ISBN 0 317 23172 9

Sociology in the Balance: A Critical Essay by Julian Gouldshon Blackwell, £7.00 and £3.25 ISBN 0 631 17324 X and 17330 7

Ever since Thomas Kuhn published his *Structure of Scientific Revolutions* sociologists have debated whether or not there is such a thing as "normal science" in sociology, or whether, by its very nature, the subject must be in a state of permanent revolution. On the other hand, since science and social science is itself a social activity, sociologists, embarrassed by their lack of an agreed paradigm, often fall back on the sociology of science, the sociology of sociology and reflexive sociology as their main concern, in a way in which natural sciences in revolution could not. Hence the importance which has attached to such books as Gouldner's *The Coming Crisis in Western Sociology* or Friederich's *A Sociology of Sociology*. But since 1968 a further factor has intervened. Political ideologists and students have not merely demanded a revolution in sociology. They have questioned such basic assumptions as its ontologies of science, of evidence and, indeed, of truth itself.

The two thoughtful books here are both by men more or less from the sociological mainstream responding in a liberal way to the new trends about them, trying to make clear their own paradigm, yet admitting that nowadays the rules of the game permit many alternatives. Eisenstadt, who has been an important teacher and developer of Parsonsian theory acknowledges the challenge of Parsons's pre-eminence and looks as generously as he can on the developments which he sees flourishing in its wake. Gouldshon,

more firmly anchored in the European tradition and owing a special allegiance to that great and far too underrated teacher at Leicester, Norbert Elias, writes from Amsterdam, of all places, and has to develop a conception of the width of the subject broad enough to keep open the possibility of debate with his students.

Probably the central theme in Eisenstadt's book is the emergence in opposition to what he calls "discrete" approaches of some notion of systems theory. This is already perceptible in the period of the founding fathers, but is most clearly represented in the work of Parsons and in the relatively greater influence which his theory had in the fifties and early sixties compared with the individualistic theory of Parsons's Harvard colleague Tonnies. He himself was much influenced by Parsons and admits that his apparently closed systems approach gave way eventually to one which he chooses to label "open-systems", the best exemplar of which is to be found in the work of Weber, who always did clearly appreciate the systematic interconnectedness, but saw this as a matter for empirical investigation. Merton's significance to modern sociology might also have been mentioned here, though Eisenstadt sees him primarily as the advocate of the study of the middle range.

If there was ever a Parsonsian paradigm it has now broken up and seems to be challenged by a variety of different types of conflict theory and by symbolic interactionism and ethnomethodology. This, however, is not a level of academic sociology. Much more fundamentally there has been an impingement of external philosophical, political, methodological and historical controversies into sociology and it is these which represent the greatest challenge for Eisenstadt. It is good to see that in the face of some very strident voices calling for reformulation, renewal and abandonment of

sociology, Eisenstadt does not, between constructive and destructive, which still distinguish a sociological task and objective, which have in effect abandoned sociological enterprise altogether. It is instructive, however, to see from Eisenstadt's book that his theory does not appear to have been influenced by the Parsonsian style which has been the backbone of the review of the varieties which have always existed among sociologists, to question their attitude to the scope of the subject and problems of relevance to a political concern.

Anyone who has left the presence of sociology to make one feel that the method or theoretical will experience a sense of finding out how much is possible nowadays. On the other hand, the review of the varieties which have always existed among sociologists, to question their attitude to the scope of the subject and problems of relevance to a political concern.

Where the few lead the many

Organizational Behaviour in Its Context: The Aston Programme III by D. S. Pugh and R. L. Payne Saxon House, £8.50 ISBN 0 566 00159 1

Critical Issues in Organizations edited by S. Cherg and D. Monkley Harvester & Wheatsheaf, £3.25 ISBN 0 7100 8506 0

The search for organizational theory arose historically from the limitations of the prescriptions offered by management theorists, such as Fayol, Taylor and Urwick. Such prescriptions could be challenged on two grounds. In the first place, general rules or principles of organization governing structure and the definition of authority could fairly easily be shown to be inappropriate, when applied to certain types of organization or organizational situation. The Weberian model of bureaucracy soon became modified to a typology of organizations, each one different, in the hands of sociologists, such as Gouldner, Blau and Scott, and Burns and Stalker. Such typologies led to contingency theory, which threatens the whole idea of a general theory of organizations, except in terms of systems theory. Derek Pugh and the Aston Group have tried to tackle this problem consistently and systematically over the years by providing a conceptual framework and measures to allow precise differences between organizational structures and other variables to be exactly determined.

The first book reviewed here, *Organizational Behaviour in Its Context* is the third volume of articles by the Aston Group summarizing their work, which particularly deals with the relationship of structure to the attitudes prevalent among organizational members (the "elemental" model of the organization). Although modest in their detailed claims, the various authors also claim that their approach will provide the basis for the design of organizations and the design of a more professional, physical and mental well-being of the managers in the organization. The second criticism of organiza-

tional prescriptions is simply that they are irrelevant to the major issues posed by the growth of large organizations in more technologically advanced societies. This is more than the standard argument that efficiency is not the sole criterion by which organizations can be judged or that groups other than management are involved in organizational decision-making. It reflects the view that organizations are agencies by which the few are allowed to dominate the many.

Students of organizations therefore should turn to power and its exercise and its effects. Critical issues in Organizations follows this line of argument exactly. The authors are a number of researchers who have met through the recently formed European Group of Organizational Studies (EGOS) and the intention of the volume appears to be to try to relate the issues of organizational theory in certain areas which are seen as more important than the traditional questions or debates by the Aston writers. These new issues include the position of women in organizations, the concept of power, the nature of technological capitalism (the latest form of capitalism), the relation between the state and organizations and the study of the men of defense and offensive strategies used by organizations.

Although both books contrast sharply in their ideas, the assumptions of their authors, their style of writing and their objectives, nevertheless they both raise indirectly the central question of the validity of organizational theory itself. Precisely what reasons are there for believing that individual and group behaviour can be studied through focusing on organizational roles, so that valid universal generalizations can be made and predictions verified? Certainly it is a sociological commonplace that social relationships are transformed in a society in which the boundaries of individual decision-making are increasingly derived formally through organizational processes. It is also a sociological commonplace that sharp differences can be observed in the nature of power relationships and between organizations in different societies, both between

those with market based economies and those with centrally planned economies and between those socialist ideologies and economic structures adopted and the processes explained by cultural lag theory even by "late development" theorists taken as certain paradigmatic models of the institutional development of the institutions of the basis of power ruling conditions in any society.

The contribution of David Pugh and his colleagues, which is represented by the Aston Programme III volume, does not differ with his methodological positions (the use of techniques and multi-variable correlation analysis or even with tool transference or even with very general hypotheses which "tested" by the researchers, the effect of role satisfaction). It is his insistence on the need for comparisons and quantitative measurement and the failure of differences. The failure of approach arises not from the differences which is of course the case, but from the basis of a general conclusion theory.

The contribution of Stewart Cherg and David Monkley on the other hand is more difficult to assess in the sense of the above. In spite of their arguments and evidence supporting their assumptions, their analysis is not so much embodied in "wider generalizations" and specific conclusions within these as the book itself serves to confuse and confuse only serves to confuse and confuse. The essay of Arthur McCullough, which has to be read with a certain amount of care, does not do anything to clarify the issues on the nature of organizations and the nature of the crucial question of the determination of organizational structure, but all in all it is little more than a re-statement of the obvious. It does not, under any circumstances, succeed in refuting organizational theory, but it does provide some service to sociologists.

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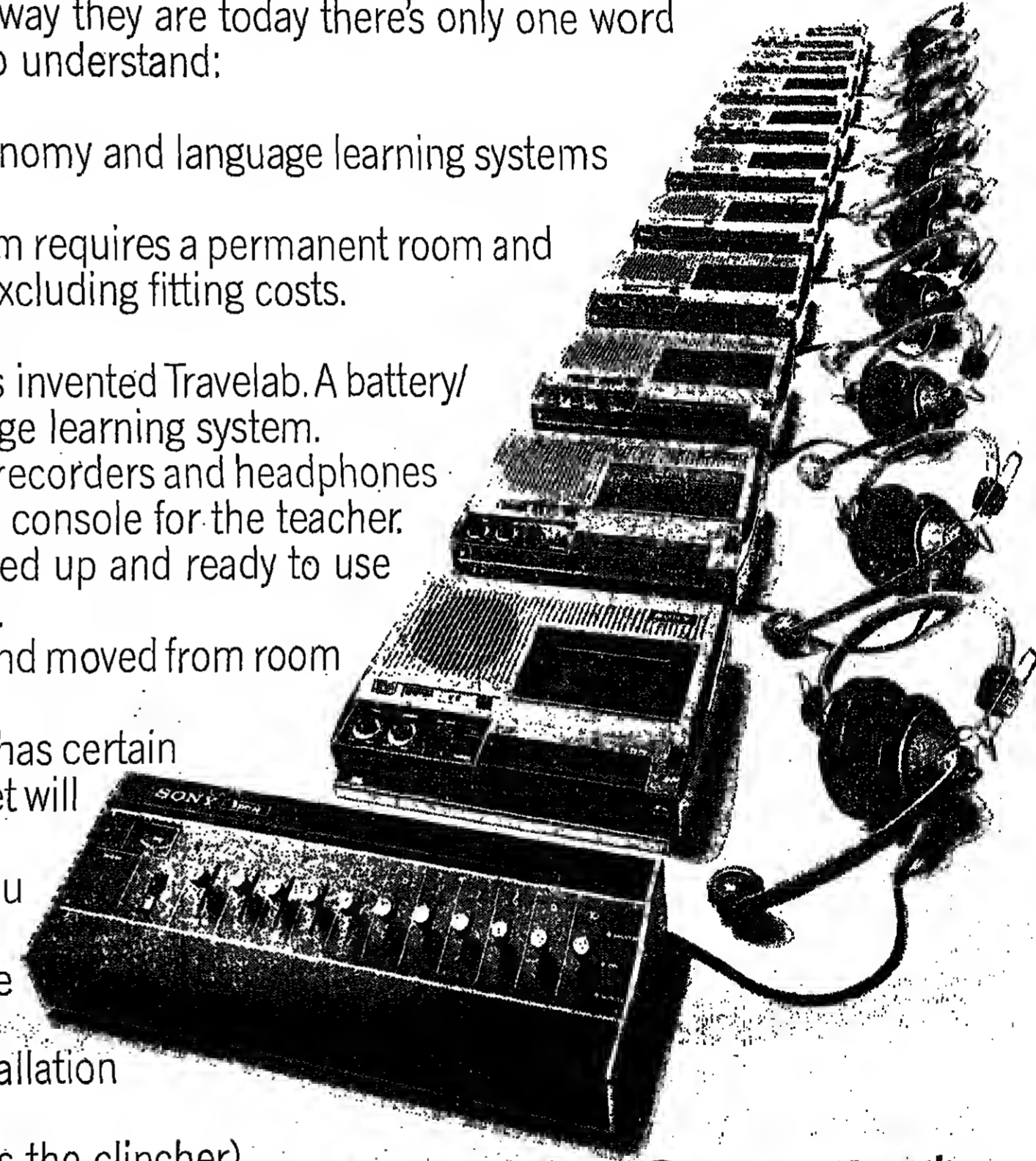
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